Wisconsin Department of Corrections

REENTRY
A BRIDGE TO SUCCESS!

2011 – 2015 Business Plan

(Updated March 2014)

TABLE OF CONTENTS

MESSAGE FROM THE SECRETARY

Dear Colleagues:

I am pleased to share this updated version of the Wisconsin Department of Corrections (WIDOC) Reentry Business Plan. This long-term strategic plan was originally prepared in 2008 and had a major revision in the fall of 2011. Staff across all classifications of the DOC, guided by the Reentry Executive Team (RET) have been diligently working on the various goals and tasks communicated in this plan. The work to carry out this plan has been and will continue to be a major priority for this Department.

Reentry, simply put, is the commitment to the National Institute of Correction's eight principles of Evidence-based practice at each decision point in the offender lifecycle towards the end goal of recidivism reduction. Recently, you received information from me on our Department's Mission, Vision, and Core Values. The Reentry Business Plan is a strategy to ensure we are achieving our vision of excellence in correctional practices.

Upon your review of this plan you may notice the reorganization of some tasks for clarity. Likewise, a new priority of Quality Assurance has been added. The Reentry Executive Team has also set objectives for FY 15. These objectives have been highlighted in the Executive Summary. This does not mean that the other tasks are being put on hold. Rather, some of the tasks have simply been identified for completion in 2014. Many tasks will remain on-going, and will become a part of our day to day operations.

The Reentry Business Plan is a dynamic plan, continuously reviewed and updated. It serves as a vital road map in the DOC for all employees as well as our community stakeholders. You can always find the plan on MyDOC in the Reentry section as well as on the Public Website. I encourage you to familiarize yourself with the plan, and as you have questions, bring them to your supervisor. The Reentry Executive Team, made up of the Assistant Deputy Secretary, 4 Division Administrators, Chief Policy Advisor, Director of Victim Services Programs, Reentry Director, Reentry Project Manager, and the Reentry Evidence Based Program Manager, will continue to oversee the execution of this plan. I want to thank the RET as well as all DOC staff for your dedication to Reentry and your commitment to reduce recidivism.

Sincerely,

Edward F. Wall
Secretary

EXECUTIVE SUMMARY

The Reentry Executive Team has identified six objectives in the Business Plan for completion in FY 15. Below you will find the most recent version of the Reentry Business Plan. The plan was first published by the Wisconsin Department of Corrections (WIDOC) in 2008. A major revision to that plan occurred in 2011. The dynamic evolution of this plan clearly indicates WIDOC's commitment to using this roadmap for achieving excellence in correctional programming. The plan was envisioned as a 5-year plan. Some tasks require the completion of others before the next sequential step can commence. Other tasks require the creation of a process for activities that will become on-going. For example, the tasks related to the creation of a process to report on Key Performance Indicators represent the foundation upon which the ongoing outcome reporting should be based. The chart below outlines the six objectives and the various tasks planned to achieve them.

Objective Area	Activities	Reference within Reentry Business Plan
Internal and External Communication	Commitment to periodically prepare MyDOC communications to inform staff of major initiatives and accomplishments. RET minutes to be prepared and posted on Reentry MyDOC page Reentry Business Plan will be periodically updated with the most current version being posted on MyDOC and DOC Website.	Organizational Philosophy, section 1a, 2c
Development of performance standards for AODA, Cognitive Behavioral and Sex Offender programming.	Continuation of the work of the cross divisional teams (CDT) in the 3 program areas listed. Adoption of standards by RET Plan to communicate standards to staff and approach to phase in standards	Organizational Philosophy, section 4a Case Management, section 1g Interventions, Programs and Services, 4b, 4d
Protocols for Reporting on Key Performance Indicators	Establish methodology for data analysis and measurement of 5 KPI priorities Determine reporting strategy including frequency, audience, format, etc. Conduct analysis and develop report and disseminate findings	Data/ Information/Management, section 2a, 3a-h
Norming COMPAS	Continue to work with NorthPointe, Inc. to norm COMPAS CORE assessments Create a time table for norming COMPAS Reentry	Continuous Quality Improvement 3a
Development and Implementation of Case Management Manual	Identify HelpIQ as the platform for the Electronic Case Manual Manual to follow the Offender Life Cycle for format Work with DOC Divisional reps for materials to be included in manual	Case Management, section 1.g., 2.c.
Creation of DOC CNC Mobile Lab	Acquire Trailer for Mobile Lab, equipped with CNC mill and lathe Purchase lap top computers, textbooks Enter into agreement w/area Vocational/Technical colleges for course instruction—partner w/ DWD	Interventions ,Programs and Services 2.f.

The Reentry Executive Team (RET) meets every other Tuesday. They are charged with continuous oversight of progress made on tasks within the plan; updating the plan to ensure its alignment with WIDOC's Mission, Vision and Core Values. When major updates are made to the plan, they are noted in the status section. This plan is posted on MyDOC for DOC staff review and the DOC website for public view. Also as noted in the objectives for FY 15, RET is committed to keeping staff informed. As stated in the message from Secretary Wall, WIDOC is committed to Reentry, the reduction of recidivism, as part of implementation of the DOC Strategic Plan.

DEPARTMENT OF CORRECTIONS MISSION/VISION/CORE VALUES

MISSION:

Protect the public, our staff and those in our charge.
Provide opportunities for positive change and success.
Promote, inform and educate others about our programs and successes
Partner and collaborate with community service providers and other criminal justice entities.

VISION:

To achieve excellence in correctional practices while fostering safety for victims and communities. Every Person - Every Family - Every Community Matters

CORE VALUES:

We are accountable to each other and the citizens of Wisconsin. • We manage our resources in an efficient, effective, sustainable, and innovative manner. • We demonstrate competence and proficiency in the work necessary to accomplish our mission. • We take individual responsibility for how we plan, perform, and manage our work.	We do what's right - legally and morally - as demonstrated by our actions. • We value courage, candor, and conviction of purpose. • We expect ethical behavior and integrity in all we do. • We require honesty, adherence to the law, and the fair and equitable treatment of others.
We recognize employees as the department's most important resource. • We work towards building a workforce of diverse individuals who achieve great things together. • We recognize exemplary performance. • We advocate in the best interest of our workforce.	We value safety – for our employees, the people in our charge and the citizens we serve. • We provide the resources & training necessary for employees to safely accomplish our mission. • We operate safe and secure facilities. • We offer opportunities for offenders to become productive members of their communities.

We expect competence and professionalism in our communications, demeanor, and appearance. • We demonstrate knowledge and skills within our areas of responsibility. • We respond effectively and appropriately in our interactions and communications. • We treat all people with dignity and respect. • We recognize that we have one opportunity to make a positive first impression.

REENTRY VISION STATEMENT

Promote public safety and offender success from admission to custody through reentry and supervision in the community.

EVIDENCE-BASED PRACTICE

Implementing evidence-based practices is a priority for the Department of Corrections. The principles of evidence-based practice meet the community's needs in terms of quality, efficiency, and effectiveness. Research demonstrates that these principles will result in increased public safety through improved offender outcomes, while holding offenders accountable. Accordingly, all staff, from those in Food Service to Correctional Officers, from Probation/Parole Agents to Social Workers, from Wardens to Regional Chiefs, and all others who are part of the corrections team share a common approach and commitment to enhancing public safety through evidence-based practices.

In corrections, Evidence-based practice is the breadth of research and knowledge around processes and tools which can improve correctional outcomes, such as reduced recidivism. *(http://nicic.gov/EvidenceBasedPractices)*

CRIMINOGENIC NEEDS

Recent research has demonstrated that certain types of correctional programs are shown to be more effective in reducing recidivism. In predicting recidivism, there are a number of static factors to include age and criminal history that cannot change. Treatment and programs can address other factors that influence values, attitudes and actions. These areas which have been shown to be associated with recidivism and can be changed are called criminogenic needs. (Top 4 criminogenic needs highlighted.)

Criminogenic Needs	Response
Anti-social cognition	Reduce anti-social cognition, recognize risky thinking and feelings, adopt an alternative identity
Anti-social companions	Reduce association with offenders, enhance contact with pro-social
Anti-social personality or temperament	Build problem solving, self-management, anger management, and coping skills
Family and/or marital	Reduce conflict, build positive relationships and communication, enhance monitoring/supervision
Substance abuse	Reduce usage, reduce the supports for abuse behavior, enhance alternatives to abuse
Employment	Provide employment seeking and keeping skills
School	Enhance performance rewards and satisfaction
Leisure and/or recreation	Enhance involvement and satisfaction in pro-social activities

Source: Andrews, Donald A. (2007), "Principles of Effective Correctional Programs", in Motiuk, Laurence L. and Serin, Ralph C. (2007). Compendium 2000 on Effective Correctional Programming. Correctional Service Canada. Available at http://www.csc-scc.gc.ca/text/rsrch/compendium/2000/index-eng.shtml

ELEMENTS OF REENTRY

The Department's Reentry Business Plan, as part of the DOC Strategic Plan, brings together a number of initiatives within the Department, each with a common goal of reducing the likelihood of future criminal behavior by offenders convicted of crimes who are supervised by WIDOC staff. These initiatives share a common philosophy and approach to risk reduction among the juvenile and adult offenders served by WIDOC. These are characterized by the following elements:

- Transition begins at intake to any WIDOC Division, when a comprehensive case plan is developed for moderate and high risk offenders that addresses the criminal risk factors that, if addressed effectively, will enhance the likelihood of successful integration in the community and reduce recidivism.

- Staff hold offenders accountable by providing both positive and corrective responses to offender behavior, by serving as pro-social role models, affirming pro-social behavior and teaching offenders pro-social skills and by addressing in firm, fair, and appropriate ways anti-social attitudes, beliefs and behaviors.

- Offenders are prepared for community living through specific interventions related to their case plan, such as work, education, and focused treatment programs and release planning.

- Offenders have the opportunity to develop healthy relationships with their family and children, when appropriate, in order to build pro-social community support and break the intergenerational cycle of crime.

- Transition from incarceration to community is carefully planned collaboratively by both institution and community corrections staff, coordinated with inmates and community stakeholders and developed in full consideration of the concerns of victims.

- Supervision in the community, consistent with the corrections case plan and these principles, is key to reducing recidivism for those released from prison and those placed on community supervision.

- Programs and services provided to offenders are outcome, research and evidence-based.

- Staff support and reflect the Department's values in all aspects of their work.

- Performance measures will provide Department management, employees, and stakeholders with an objective assessment of the extent to which the strategies contained within the Reentry Business Plan are effectively implemented

PRIORITIES, GOALS AND KEY TASKS

The dates below are tentative and dynamic based upon interdependence of goals and availability of resources.

PRIORITY: Organizational Philosophy

Goal: Integrate Wisconsin Department of Corrections mission of promoting public safety through crime prevention, youth, inmate and offender rehabilitation, and successful community reentry into all key departmental activities.

ORGANIZATIONAL PHILOSOPHY		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (February 2014)
Objective	Task				
1. Strengthen, expand and enhance Wisconsin Department of Corrections (WIDOC) partnerships with local, state, and national agencies to maximize available services for WIDOC youth, inmates, offenders and communities.					
	1.a. Design and implement strategies to promote WIDOC's overall achievements and collaborations. Design and implementation strategies as approved by the Secretary.	Reentry Director and Public Information Director	Reentry Executive Team	FY 15	Reentry Staff will commit to preparing MyDOC articles to inform staff of updates of the Reentry Business Plan.
2. 2. Educate key stakeholders—including but not limited to DOC staff, legislators, community members, crime victims, criminal justice partners, youth, inmates, and offenders-- through various efforts, on the benefits and accomplishments of the WIDOC Reentry Business Plan and engage them in its successful achievement.					
	2.a. Develop a comprehensive WIDOC Reentry Communication Plan.	Public Information Director	Reentry Executive Team	On going	Task appears to be in early stages within the Office of the Secretary-Media Relations.

ORGANIZATIONAL PHILOSOPHY	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (February 2014)
	2.b. Implement new intranet system to improve internal communications regarding ongoing efforts to implement reentry initiatives. Create and maintain index of existing resources from within WI DOC and other State Agencies to guide, direct, and support staff.	Asst. Division of Management Services Admin. (tech) & Public Information Director (content)	Reentry Executive Team/Division of Management Services Support/Public Information Director	09/2012	Completed
	2.c. Implement new internet system to educate stakeholders on WIDOC reentry vision. Highlight WIDOC reentry achievements and overall progress.	Asst. Division of Management Services Admin. (tech) & Public Information Director (content)	Reentry Executive Team/Division of Management Services Support/Public Information Director	FY 15	Priority for FY 15
3. Refine the procedures for recruiting and retaining staff to ensure that knowledge, skills, and attitudes of new hires align with the WIDOC's Mission and Reentry Philosophy.					
	3.a. Review and revise all Position Descriptions to incorporate WI DOC Reentry Philosophy and the Department's Mission.	Division of Management Services Admin.	Reentry Executive Team/Division of Management Services BPHR	On going	Position Descriptions will be reviewed, on individual basis. As PDs are rewritten a sentence will be added to PD Summary that will note position will be responsible for carrying out the Department's Reentry philosophy.
	3.b. Create Reentry Performance Planning and Development (PPD) Statement to insert into all PPDs for all staff. Final statement to be approved by the Secretary	Division of Management Services Admin.	Reentry Executive Team/Division of Management Services BPHR	In process	Continue to look at what tools are used to ensure staff understand their role in our agency and how to carry out Dept. Reentry philosophy and the 8 evidence based principles.
	3.c. Review and revise DOC training curriculums to further incorporate the Reentry Philosophy and the principles of evidence-based practices.	Division of Management Services Admin.	Reentry Executive Team/Division of Management Services BPHR	On going	Training Advisory Group continues to monitor training priorities.
4. Ensure WIDOC vendor contracts define and require that the principles of evidence-based practices are operationalized.					
	4.a. Identify specific performance measures and outcomes that are expected of WI DOC Reentry contractors.	Evidence Based Program Manager	Reentry Executive Team Research and Policy Unit	FY 15	Contracts have been and will continue to be updated to reflect alignment with the principles of effective intervention and the UCCI CPC Criteria. On an ongoing basis, CDT standards will be shared with contracted service providers and evaluated by CPC Evaluators/PPAs.

ORGANIZATIONAL PHILOSOPHY	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (February 2014)
4.b. Revise all DOC Reentry contracts to include performance outcomes and measures as identified in 4a.	Evidence Based Program Manager	Divisional Program Supervisors: OPS Director, DCC Correctional Supervisor	On-going	Through the development of the logic model process, DOC contracts have been and will continue to be updated to reflect agreement with performance outcome measures.

PRIORITY: Data/Information/Measurement

Goal: Develop a performance-based management system to include the identification of process and outcome measures, data collections, and analysis methods, and regular reporting of key performance indicators in order to assess Wisconsin Department of Corrections' progress toward achieving DOC's reentry goals and objectives.

DATA/INFORMATION/MEASUREMENT		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (February 2014)
Objective	Task				
1. Gather information that will guide and shape the DOC's data collection and analysis strategy.					
	1.a. Review source information from other states and relevant organizations (e.g. American Correctional Association (ACA), Association of State Correctional Administrators (ASCA), Bureau of Justice Statistics (BJS), etc.) to identify key performance indicators, counting rules, process and outcome measures, reporting and publishing practices.	Policy Initiatives Advisor	Office of Research and Policy/Division Analysts/Bureau of Technology Management	04/2012	Completed
	1.b. Compile key performance Indicators, including an analysis of the availability of data to support each indicator.	Policy Initiatives Advisor	Office of Research and Policy/Division Analysts/Bureau of Technology Management	04/2012	Completed
	1.c. Report findings to Reentry Executive Team (RET).	Policy Initiatives Advisor	Office of Research and Policy/Division Analysts/Bureau of Technology Management	06/2012	Completed
2. Prioritize key performance measures					
	2.a. Prioritize DOC Reentry key performance indicators for Office of Research and Policy (ORP) based on relevance, importance, organizational need, and availability of required data. Prioritization to be approved by the Secretary.	Reentry Director	Reentry Executive Team	FY 15	• Recidivism • Primary program completion • Victim restitution collection • Assessment • Employment (if MOU w/ DWD is signed) RET will prioritize for sequencing

DATA/INFORMATION/MEASUREMENT	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (February 2014)
3. Report on top priority performance indicators				
3.a. Establish counting rules and definitions for selected data elements	Policy Initiatives Advisor	Office of Research and Policy/Division Analysts/Bureau of Technology Management	FY 15	
3.b. Clearly define and document the source of all data collected in order for data to be validated and for on-going quality assurance.	Policy Initiatives Advisor	Office of Research and Policy/Division Analysts/Bureau of Technology Management	FY 15	
3.c. Develop means and methods to obtain the identified data.	Policy Initiatives Advisor	Office of Research and Policy/Division Analysts/Bureau of Technology Management	FY 15	
3.d. Develop and document data analysis methodology.	Policy Initiatives Advisor	Office of Research and Policy/Division Analysts/Bureau of Technology Management	FY 15	
3.e. RET determines reporting strategy to include frequency of reporting, distribution, audience, report format, etc.	Reentry Director	Reentry Executive Team	FY 15	Five Key Performance Indicators (KPI) have been identified for ongoing data collection and reporting—recidivism, victim restitution, risk assessment, primary program completion, and employment. Frequency of reporting will vary based upon the nature of the KPI—e.g. recidivism will be reported in three-year cycles reflective of the definition. The report format and distribution audience and method has been determined by the Office of Research and Policy.
3.f. Conduct data analysis.	Policy Initiatives Advisor	Office of Research and Policy/Division Analysts/Bureau of Technology Management	FY 15	

DATA/INFORMATION/MEASUREMENT	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (February 2014)
3.g. Finalize a format for providing results of data analysis for review by RET.	Policy Initiatives Advisor	Office of Research and Policy/Division Analysts/Bureau of Technology Management	FY 15	
3.h. Repeat tasks 3a – 3g for other prioritized key performance indicators (i.e. those identified 2a but not included in the top priority list).	Policy Initiatives Advisor	Office of Research and Policy/Division Analysts/Bureau of Technology Management	FY 15	
4. Develop a Reentry Data Dashboard				
4.a. Develop a draft Reentry Data Dashboard for the RET that visually represents key performance indicators that require frequent reporting to monitor progress toward meeting specific reentry goals and objectives.	Policy Initiatives Advisor	Office of Research and Policy/Division Analysts/Bureau of Technology Management		As of January, 2014, The Office of Research and Policy has enhanced their staffing pattern to address this objective. Permanent DOC positions, as well as UW-Madison Department of Population Health positions will be dedicated to development in this area.
4.b. Select the initial key performance indicators to be included on the dashboard; determine the frequency with which the data will be updated and determine who will have access to the dashboard and how the dashboard will be shared	Reentry Director	Reentry Executive Team		
4.c. Establish baseline information for identified key performance indicators.	Policy Initiatives Advisor	Office of Research and Policy/Division Analysts/Bureau of Technology Management		
4.d. Update the dashboard based on specified timelines.	Policy Initiatives Advisor	Office of Research and Policy/Division Analysts/Bureau of Technology Management		
4.e. Repeat tasks 4b-4d for other prioritized key performance indicators to be included on the dashboard.	Policy Initiatives Advisor	Office of Research and Policy/Division Analysts/Bureau of Technology Management		

DATA/INFORMATION/MEASUREMENT	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (February 2014)
5. Establish a more comprehensive Data Warehouse.				
5.a. Establish governance model for data warehouse	Division of Management Services Assist. Administrator	Bureau of Technology Management		Governance Model for BI (Business Intelligence) and Data Warehouse will be developed once KPI measurement protocols are finalized.
5.b. Establish architectural structure to ensure Office of Research and Policy delivery of key performance indicators.	Division of Management Services Assist. Administrator	Bureau of Technology Management		BTM has started compiling this information into a working (draft) document to be further refined as dashboard work evolves in parallel with Data Warehouse development.

PRIORITY: Assessment

Goal: Implement a comprehensive process for administering validated risk and needs assessments throughout all of Wisconsin Department of Corrections' divisions in order to guide agency staff and partners in effectively applying evidence-based principles and practices to key decisions.

ASSESSMENT		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (February 2014)
Objective	Task				
1. Implement the use of the Northpointe COMPAS risk and needs assessment, and case planning, system, integrating evidence-based practices with new business processes.		Reentry Director-Unified Corrections Coalition(UCC) Project Sponsor	Reentry Project Manager-Unified Corrections Coalition Project Manager	Details documented in UCC Charter	
	1.a. Design a system and accompanying business processes to implement COMPAS risk/needs assessment; alternative screening tools, and case planning components of the Northpointe COMPAS.	Reentry Director-Unified Corrections Coalition(UCC) Project Sponsor	Reentry Project Manager-Unified Corrections Coalition Project Manager	3/2012	Completed
	1.b. Re-design business processes for conducting risk and needs assessments, including the use of alternative screening tools to ensure that the results of assessments are incorporated into meaningful case plans.	Reentry Director-Unified Corrections Coalition(UCC) Project Sponsor	Reentry Project Manager-Unified Corrections Coalition Project Manager	On going	UCC continues to evaluate cross-divisional business processes as needed.
	1.c. Systematically integrate evidence-based practices by evolving and where necessary replacing current business processes, policies, administrative codes and procedures.	Reentry Director-Unified Corrections Coalition(UCC) Project Sponsor	UCC Leads UCC Divisional Leadership	On going	On a monthly basis, UCC continues to evaluate existing business processes, policies, administrative codes and procedures.
	1.d. Identify the appropriate youth, inmates and offenders to receive case planning services: clearly define the roles and responsibilities of all staff as they relate to components of the offender life cycle and case plan	Reentry Project Manager	Unified Corrections Coalition	3/2011	Completed

ASSESSMENT	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (February 2014)
2.Develop an assessment/screening tool change/approval process to help the department's practices remain current with the emerging research to the extent that fiscal and human resources permit.	Sub Group Chair	Unified Corrections Coalition Decision Makers	06/2012	Completed

PRIORITY: Case Management System

Goal: Implement a case planning and management system that targets risk reduction services, based upon empirically assessed risk factors, to moderate and high-risk youth, inmates and offenders under community supervision. The case management system will result in a single, seamless case plan that transitions with the individual youth/adult through the correctional system; clearly delineates those strategies designed to reduce the individual's likelihood for future delinquent/criminal behavior; defines staff roles and responsibilities in the management of the individualized plan; and establishes clear measures for the individual youth/offenders progress in accomplishing the goals of the plan.

CASE MANAGEMENT SYSTEM		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (February 2014)
Objective	Task				
1. Create a case management system by all Divisions to include all aspects of Evidence-based practices.		Reentry Executive Team	Unified Corrections Coalition		
	1.a. Collaboratively develop across all Departmental Divisions the blueprint for a seamless case management system.	Reentry Executive Team	Unified Corrections Coalition Decision Makers		Since 2012 a workgroup has been in place to roll out the functionality for case management.
	1.b. Define and chart the Offender Life Cycle among the program divisions.	Unified Corrections Coalition			Completed
	1.c. Reach consensus among the program Divisions and implement a standardized case plan to include broad goals, objectives, tasks, responsibilities of staff, offenders and collaborative partners.	Unified Corrections Coalition	Unified Corrections Coalition Decision Makers/Reentry Executive Team	9/2010	Completed
	1.d. Develop core program standards for primary treatment programs.	Evidence Based Program Manager		In process	Cross-Divisional Teams in the areas of Alcohol and Other Drug Abuse Programs, Cognitive Behavioral Programs, and Sex Offender Treatment Programs have reconvened and these teams have drafted agency-wide program standards which will be reviewed by the Reentry Executive Team throughout December of 2013 and January of 2014. Additionally, for education programs an education and employment cross agency team has been created to address standardization.
	1.e. Develop core program standards for education programs.	OPS Education Director		In process	An education and employment cross agency team has been created to address standardization.

CASE MANAGEMENT SYSTEM		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (February 2014)
	1.f. Automate the case management system.	Reentry Project Manager	Reentry Executive Team/Division of Management Services Bureau of Technology Management	In process	Since 2012 a workgroup has been in place to roll out the functionality for case management.
	1.g. Develop a single department-wide Electronic Case Reference Manual.	Reentry Director-Unified Corrections Coalition(UCC) Project Sponsor	Reentry Project Manager-Unified Corrections Coalition Project Manager	FY 15	The Cross Divisional Coordinators continue to develop this, taking information from Divisions and automating it into the manual. The intake section is nearing completion and they are working on the supervision section.
	1.h. Determine how the assessment case planning process will incorporate victim input.	Office of Victim Services and Programs Director	Unified Corrections Coalition Decision Makers		.
	1.i. Issue a series of written communications to staff from the Secretary to inform, educate and reinforce the importance of this case management system and the specific strategies underway to ensure its effectiveness.	Unified Corrections Coalition	Public Information Officer	In process	Latest communication on the implementation of rules of supervision released 2/2014.
	1.j. Develop and conduct a training plan, including the development of specific curricula to educate staff and build their skills and capacity to develop effective case plans and fully utilize the WIDOC case management system.	Division of Management Services Administrator	BPHR/Training Director/ Train the Trainers (21)/Divisions	In process	
	1.k. Develop a strategy to pilot test the various components of the case management system across all divisions prior to implementation; conduct pilot tests.	Reentry Executive Team	Unified Corrections Coalition	In process	Various modules being implemented based on timelines set forth by RET.
	1.l. Modify components of the case management system based on experiences from the pilot tests.	Reentry Executive Team	Unified Corrections Coalition	In process	Various modules being implemented based on timelines set forth by RET. .

CASE MANAGEMENT SYSTEM	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (February 2014)
2. Identify staff by job classification that play a role in case management throughout the Department define in writing their roles and responsibilities.	Unified Corrections Coalition	Unified Corrections Coalition Decision Makers/Reentry Executive Team		
2.a. Define the roles and responsibilities of staff when youth/offender transitions within divisions and/or between divisions, and when case supervision is shared across Divisions.	Unified Corrections Coalition	Unified Corrections Coalition/Reentry Executive Team	On-going	Initial work is complete based on completed business process for each division. However, UCC continues to deploy staff as needed based on new discovery that there are overlaps or gaps in workflows that were not initially identified. Cross Divisional Coordinators review Business Plan for consistency as it is added to the ECR
2.b. Revise staff position description by job classification to reflect staff members' roles and responsibilities in case management.	Division of Management Services Administrator	Division Human Resources Reps	On going	
2.c. Each division will work with the Office of the Secretary to identify job classifications responsible for providing updates and or changes to the Cross Divisional Coordinators.	Cross Divisional Coordinators	Divisional Points of Contact	FY 15	Complete pending formalization of the Divisional Points of Contact
2.d.. Develop a system that allows for internal (DOC staff) and external (DOC partners, such as counties using the COMPAS) users to access the COMPAS, defining specific use and security protocols.	Reentry Project Manager	Reentry Executive Team	2/2011	Went live in 2011 On-going consideration given for protected offender information as new modules roll out.

PRIORITY: Interventions, Programs and Services

Goal: Assure that the risk reduction interventions, programs and services provided to youth, inmates, and offenders under community supervision are evidence-based and effectively address the criminogenic needs and level of risk of the individual.

INTERVENTIONS, PROGRAMS AND SERVICES		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (February 2014)
Objective	Task				
1. Strive to meet the basic stability needs of offenders under the control of WIDOC (e.g. housing food, clothing, health care).		Reentry Director	Reentry Executive Team		
	1.a. Develop an inventory of Purchase Of Goods and Services (POGS) community based resources. Prepare a list of contacts in each county who are "go to people" for information about available community based resources.	Division of Community Corrections Asst. Administrator	Division of Community Corrections PPA's/Bureau of Health Services Director	3/2012	Completed
	1.b. Establish and/or review to make consistent practices in DAI and DJC to insure inmates receive a 1 month supply of medication upon release from confinement.	Bureau of Health Services Director	Division of Adult Institutions Mental Health Director	6/2012	Completed
	1.c. Through proper release planning, DCC and DJC will insure that releasing youth/offenders that are in need of medications will have access to appropriate services upon release.	Division of Community Corrections/Division of Juvenile Corrections Administrators	Division of Community Corrections PPA's/Division of Community Corrections Psychology Director	6/2012	Completed
2. Enhance offender opportunities for success through education and employment initiatives.		Reentry Director	Reentry Executive Team		

INTERVENTIONS, PROGRAMS AND SERVICES	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (February 2014)
2.a. Develop an inventory of education and employment related programs, services, and assistance funded by DOC or through a community contract, that are available to youth, inmates, and offenders under community supervision.	Education Director	Division of Adult Institutions Education Director/Division of Community Corrections CCEP Director/PPA's/OOS Reentry Employment Coordinator/ BSI Director	8/2012	Completed
2.b. Review education and employment program capacity and make recommendations to the Reentry Executive Team regarding changes that should be made related to 2a (wait lists).	Education Director	Office of Research and Policy	On going	"An initial "Inventory" data collection was completed An additional "Survey" has been designed and disseminated (March 2013) to capture current snapshot of teachers' actual schedules with enrollment numbers versus actual capacity Snapshot includes ""Pre-Release Modules"" taught by teachers as well as other types of classes other than educational classes Education is currently working to get "WICS Education" screens activated to more accurately capture education data that would reduce data input redundancy. There is still a need to determine need vs. capacity.

INTERVENTIONS, PROGRAMS AND SERVICES	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (February 2014)
2.c. Evaluate education and employment programs and eliminate duplication of services for youth, inmates, and offenders.	Education Director	Division of Adult Institutions Education Director/Division of Community Corrections CCEP Director/PPA's/OOS Reentry Employment Coordinator	On going	Educationally, duplications exist where DOC's programs are not standardized. Examples include: -DPI 509 High School Diploma Program -All ""Career Technical (Vocational) Programs"" with the exception of the ""Custodial Green"" program (DOC/DAI/OPS/Education is currently collaborating with WTCS on the most effective way to standardize CTE programs -BCE/BSI Training and OPS Career Technical (Vocational) Programs Employment duplications very likely exist for the following: -BCE/BSI transitional training and placement -OPS/Transitional employment placement and services Education and Employment inefficiencies exist in the following: -Our data collection [WICS and MER (Monthly Education Report)] -Outdated CTE equipment -Intake assessment procedures -Define WICS function versus COMPAS Recommendation to focus strategically on the above areas outlined using our DOC Model for CTE (Vocational) and Employment Training.
2.d. Ensure that education, vocational and employment initiatives provide a continuum of services based on youth , inmate, and offender strengths and community employment forecasts.	DAI OPS Education Director DJC Program Supervisor	Division of Adult Institutions Education Director/Division of Community Corrections CCEP Director/PPA's/OOS Reentry Employment Coordinator	In process	Work group has been formed and are scheduled to report to RET on March 4,2014

INTERVENTIONS, PROGRAMS AND SERVICES	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (February 2014)
2.e. Educate and further develop relationships with employers to expand and fully utilize the continuum as appropriate.	DAI OPS Education Director DJC Program Supervisor DCC Correctional Services Supervisor	Division of Adult Institutions Education Director/Division of Community Corrections CCEP Director/PPA's/OOS Reentry Employment Coordinator	On going	
2. f. Implement CNC technical training program for using DOC mobile lab.	Reentry Director	Reentry Employment Coordinator		DOC mobile lab and equipment procured 12/2013. Governor's launch anticipated for Spring 2014. Continue to cultivate partnership with Department of Workforce development and Moraine Park Technical College for curriculum development.
2.g.. Review the role of institutional work release coordinators; make modifications as needed to ensure that their role fully supports youth/offender educational and vocational needs; develop a new Position Description as necessary.	DAI Asst. Admin	Division of Management Services BHPR	6/2012	Completed
3. Develop and strengthen relationships that provide youth, inmates, and offenders under community supervision with opportunities for positive social support.	Evidence Based Program Manager	Reentry Executive Team		
3.a. Develop an inventory of social support related initiatives, services, and assistance available to youth, inmates and offenders (e.g. Circles of Support, etc).	Evidence Based Program Manager	Division of Adult Institutions Office of Program Services Director/Division of Community Corrections CSS/Division of Juvenile Corrections Asst. Administrator	In process	Divisional Representatives created inventories of social support related initiatives during FY13. Pro-Social Supports CDT will be prioritized based on COMPAS ad hoc reporting
3.b. Using the results of pilot programs--such as the grant funded Center for Self Sufficiency mentorship project, further develop opportunities for effective mentorship programs.	Evidence Based Program Manager		On going	Evidence-Based Program Manager and the DAI Chaplaincy Services Director met with representatives from the Center for Self-Sufficiency during FY13 to collaboratively discuss mentoring program options within WI-DOC and the Center for Self-Sufficiency's work with Milwaukee-based correctional institutions.

INTERVENTIONS, PROGRAMS AND SERVICES	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (February 2014)
3.c. Review how DJC and DAI visiting policies and practices and DCC policies and local practices support or limit offender change and/or contribute to the development of healthy family/social environments (for instance, examine DJC and DCC field office practices).	Division of Adult Institutions Security Chief/Division of Community Corrections CSS/Division of Juvenile Corrections Policy Analyst			DAI, DJC, and DCC have begun collecting information and will come to begin a plan for review of the information and timeline to provide a summary and recommendations.
3.d. Develop an orientation guide for youth, inmate and offender families describing the interventions, programs and services within each division.	Office of Program Services Director/Division of Community Corrections CSS/Division of Juvenile Corrections Asst. Administrator		On going	
4. Ensure youth, inmates, and offenders under community supervision have access to a continuum of risk reducing interventions, programs and services based upon their level of risk, criminogenic needs and program readiness.	Reentry Director	Reentry Executive Team		
4.a. Develop an inventory of evidence based programs offered within each division.	Evidence Based Program Manager	Division of Adult Institutions Office of Program Services Director/Division of Community Corrections CSS/ Juvenile Services program Supervisor	Ongoing	Divisional Representatives compiled inventories of all risk reduction programs/services and the corresponding criminogenic need area addressed by each program/service during FY13. Principles of effective intervention prescribe that dosage levels/intensity should reflect assessed risk level. Each division has implemented business processes relative to program prioritization based on risk level and each division continues to make progress toward full implementation. The programs on the inventory may or may not be evidence based, but fall within what WIDOC has traditionally termed "primary program". CDT's will continue work to establish evidence based program standards.

INTERVENTIONS, PROGRAMS AND SERVICES	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (February 2014)
4.b. (1) Optimize youth, inmate and offender placements in program and services based upon their assessed level of risk, criminogenic needs and readiness for programs and services. (2) Eliminate unnecessary duplication of programs and services (3) Prepare and adopt policies that ensure program assignment and dosage is prioritized based upon youth, inmate, and offender risk level.	Evidence Based Program Manager	Office of Program Services Director/Division of Community Corrections CSS/ Juvenile Program Services Supervisor	FY 15	AODA, CBP, and SOT Cross-Divisional Teams have included program screening and eligibility criteria within their draft program standards documents. WI-DOC divisions have drafted business process relative to prioritizing moderate to high risk offenders for program enrollment—varying levels of implementation across the divisions currently.
4.c. Ensure the development and implementation of new and existing programs is aligned with EBP and is risk, need and strength-based. Ensure program placement business processes align with risk/needs/responsivity principles.	Evidence Based Program Manager	Office of Program Services Director/Division of Community Corrections CSS/ Juvenile Corrections Program Services Supervisor	On going	Cross-Divisional Teams in the areas of Cognitive Behavioral Programs, Alcohol and Other Drug Abuse Programs, and Sex Offender Treatment Programs drafted agency-wide program standards These standards reflect CPC criteria and a continuum of care and include EBP-aligned program screening and eligibility criteria. WI-DOC divisions have drafted business process relative to prioritizing moderate to high risk offenders for program enrollment—with varying levels of implementation occurring across the divisions. DOC is committed to the use of the UCCI CPC as a program fidelity and quality assurance tool. UCCI trained thirteen WI-DOC staff members as Correctional Program Checklist (CPC) Evaluators in May of 2013 and twelve contracted service providers have been evaluated to date. CPC criteria will continue to guide program design and implementation across all divisions.
4.d. Define program standards that meet the needs of youth/inmates/offenders across DJC, DAI and DCC.	Evidence Based Program Manager	Division of Adult Institutions Office of Program Services Director/Division of Community Corrections CSS/ Juvenile Program Services Supervisor	FY 15	Cross-Divisional Teams in the areas of Cognitive Behavioral Programs, Alcohol and Other Drug Abuse Programs, and Sex Offender Treatment Programs reconvened and drafted agency-wide program standards which will be reviewed by the Reentry Executive Team throughout December of 2013 and January of 2014.
4.e. Identify needs and gaps in the array of program/services available.	Evidence Based Program Manager	Divisional Program Reps	In process	COMPAS ad hoc reporting has been and will continue to be utilized to prioritize the prevalence of specific criminogenic targets within the WI-DOC population at any point in time. Population needs will continue to drive program realignment activities.

INTERVENTIONS, PROGRAMS AND SERVICES	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (February 2014)
4.f. Define by primary programs, specific outcomes and definitions of successful outcomes.	Evidence Based Program Manager	Policy Initiatives Advisor	In process	AODA, CBP, and SOT Cross-Divisional Teams participated in the development of Program Logic Models with Bill Rankin. These models include definitions and indicators of successful program completion.
4.g. Redefine delivery options in DAI for a pre-release curriculum that addresses offender risk/needs.	Evidence Based Program Manager	OPS Director	On going	During FY13, UCCI, OPS Staff, and the EBP Manager reviewed Pre-Release Curriculum Modules and concluded that because the content of these modules does not target clients' criminogenic needs, the DOC should discontinue the allocation of resources to this intervention option. The Reentry Director, the OPS Education Coordinator, and the EBP Manager researched the possibility of utilizing other web platform to deliver similar content in an open lab setting. This research continues.
4.h. Ensure equal access to Limited English Proficiency (LEP) for youth, inmates and offenders.	LEP Committee Co-Chairs	LEP Executive Committee	On going	DOC LEP committee is active. They have established a work plan, created staff training, and continue to produce quarterly audit reports.
5. Address continuity of care across divisions for youths, inmates and offenders with serious mental health needs.	Reentry Director	Bureau of Health Services Director		
5.a. Develop and implement mental health discharge summary report.	Bureau of Health Services Director/Division of Adult Institutions Mental Health Director/Division of Juvenile Corrections Clinical Psychologist Supervisor/Division of Community Corrections Psychology Director		On going	DAI and DCC have developed a draft discharge summary which has been presented to the Psychology Supervisors in DAI and to Executive Leadership in DCC. Additional confidentiality considerations were raised. Date for follow up meeting to be determine.
5.b. Implement the mental health initiative, "conditional release model"	Reentry Disability Specialist	OARS Oversight Committee	Implemented FY11	Completed

INTERVENTIONS, PROGRAMS AND SERVICES	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (February 2014)
5.c. Contract for benefits specialists to insure that inmates have applications for relevant benefits completed and approved prior to their release from prison (i.e. SSI)	Reentry Disability Specialist		Implemented FY11	Completed
6. Strengthen alternative to revocation (ATR) programming to ensure program addresses identified criminogenic need of offender and dosage of program is appropriate to reduce risk.				
6.a. Reestablish ATR CDT and establish team charter	EBP Manager	Reentry Executive Team	In process	ATR Steering committee continues to meet, CDT will share program standards (sex offender, cognitive behavioral, AODA) they have developed.
6.b. Review all current ATR programs to identify criminogenic needs addressed	EBP Manager/ATR Committee Co-Chairs	Reentry Executive Team	In process	ATR steering committee plans to address criminogenic need in early spring 2014
6.c. Revocation Matrix-agree to incentive and accountable based criteria for ATR placements	Division of Community Corrections Administrator	Reentry Executive Team	In process	Divisional leadership consulting with BTM for ultimate decision on choice of violation matrix decision tool.
6.d. Compile and analyze recidivism data for existing institution ATR programs.	Policy Initiatives Advisor	Research and Policy Unit staff		
6.e. Strengthen, redesign, or eliminate ATR programs that do not address criminogenic needs.	EBP Manager/ATR Committee Co-Chairs	Reentry Executive Team	On going	ATR Steering committee continues to meet, CDT will share program standards (sex offender, cognitive behavioral, AODA) they have developed.
6.f. Review length of ATR programs and determine if length fits needed dosage.	EBP Manager/ATR Committee Co-Chairs	Reentry Executive Team	On going	ATR Steering committee continues to meet, CDT will share program standards (sex offender, cognitive behavioral, AODA) they have developed.

INTERVENTIONS, PROGRAMS AND SERVICES	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (February 2014)
6.g. Review referral process for ATR programming, set standards for admission based on criminogenic needs being addressed.	EBP Manager/ATR Committee Co-Chairs	Reentry Executive Team	In process	ATR Steering committee continues to meet, CDT will share program standards (sex offender, cognitive behavioral, AODA) they have developed.
6.h. Review curriculum delivery of all ATR programs (DOC staff provided as well as contract provided) to ensure evidenced-based principles are met.	EBP Manager/ATR Committee Co-Chairs	Reentry Executive Team	On going	ATR Steering committee continues to meet, CDT will share program standards (sex offender, cognitive behavioral, AODA) they have developed.

PRIORITY: Continuous Quality Improvement

Goal: Develop and refine a "culture of quality" in WIDOC to ensure on going fidelity of evidence-based practices.

CONTINUOUS QUALITY IMPROVEMENT		Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (February 2014)
Objective	Task				
1 Major WIDOC initiatives will be guided by knowledge of evidence-based practices.					
	1.a. Resource allocation decisions shall be guided by evidence based practices and where applicable, by COMPAS data.			On going	
	1.b. Treatment initiatives and protocols will be guided by knowledge of evidence-based practice gained in ongoing training and regular review of literature.			On going	
2. Reentry policy should be driven by evidence based practice.					
	2.a. Quality Assurance and Quality Improvement activities shall be integral to implementation of reentry initiatives.			On going	
3. WIDOC shall utilize outcome measurement to assess the quality of COMPAS implementation as part of a larger effort to establish a number of key performance indicators for the Department as a whole.					
	3.a. Quality of COMPAS implementation shall be measured via use of key performance indicators.			FY 15	
4. Peers and supervisors in all program divisions will support, reinforce, and model established evidence-based practices in direct interactions.					

CONTINUOUS QUALITY IMPROVEMENT	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (February 2014)
4.a.. Develop division specific supervisory audit tools to monitor staff performance to assure continuous quality improvement with regard to the conduct and facilitation of risk reduction programs and services.	Evidence Based Program Manager	Reentry Executive Team	In process	AODA, CBP, and SOT Cross-Divisional Teams have included staff certification, training, and supervisory observation and coaching recommendations within their draft standards documents—to be reviewed by RET in December 2013 and January 2014. Cross-Divisional CPC evaluators were also trained in the utilization of a Group Facilitator Evaluation tool during CPC Corrective Action Planning Training in November of 2013. UCCI will provide additional technical assistance relative to the implementation of this tool throughout the remainder of FY14 and FY15. QA Subgroup and the Research and Policy Unit will be addressing inter-rater reliability studies.
4.b. Supervisory staff participate in assessments, intakes, and MI interactions and other significant aspects of offender treatment.			On going	
4.c. Staff model pro-social interactions.			On going	
4.d. Staff and supervisors engage in regular peer review to enhance and maintain strength-based interpersonal interactions.				
5. Staff recruitment processes shall include consideration of quality assurance and evaluation.				
5.a. Position descriptions shall reflect commitment to QA/QI.			On going	
6. Staff performance measurements will include evidence-based practices behaviors.				
6.a. Implement in staff evaluations (Performance Planning Development document) QA/QI job expectations related to case management.	Division of Management Services Administrator	Division Human Resources Reps	09/2013	
7. Training activities will be evidence based and have measurable outcomes.				
7.a. Evidence based related training shall include feedback forms to provide the opportunity for improvement.				

CONTINUOUS QUALITY IMPROVEMENT	Primary Responsibility for Implementation	Secondary Responsibility	Major Milestone and/or Target Completion Date	Status Update (February 2014)
7.b. Staff surveys measure integration of training objectives.				
7.c. Quality improvement topics shall be integrated into training opportunities.				
8. COMPAS utilization will be consistent, reliable, and true to the intent of the tool.				
8.a. Develop a process for ensuring inter-rater reliability.	Reentry Project Manager	Unified Corrections Coalition Decision Makers	On-going	This is part of the CQI plan domain that focuses on inter-rater reliability. A work group will need to develop quality control mechanisms that account for inter-rater reliability.
8.b. Utilize routine review of assessments to measure fidelity.				
8.c. Develop a protocol, business process, for the ongoing review of the state of the science in risk/needs assessment to ensure that, to the extent that fiscal and human resources permit, the Department's practices remain current with research to review assessment and screening instruments.	Reentry Project manager	Unified Corrections Coalition Decision Makers	On-going	This task is on-going; it is operationalized by the work of the UCC. (QA plan, norming study, etc.)
8.d.. Norm assessment instrument on WIDOC population	Reentry Project Manager	Unified Corrections Coalition Decision Makers	FY 15	The norming study is in process by Northpointe right now beginning in late October 2013. Representatives from Northpointe (Dr. Bill Dietrich and Neal Goodloe), Megan Jones (OOS-DOC), Jared Hoy (OOS-DOC), and Kathie Coenen (DOC-DCC) are all assigned as individuals working on the task. 06/01/2014-Contingent on Northpointe completing the study.
9. Case Planning will be efficient, timely, and effective.				
9.a. DOC shall conduct quantitative and qualitative audits on a routine, scheduled basis each quarter.				
9.b. Use current technology to develop reporting structure for audit purposes.				
9.c. Auditing of cases shall be routine function of supervision.				

CONCLUSION

The Wisconsin Department of Corrections strives to increase public safety, as measured by reduced recidivism, through the implementation of the strategies included in the Reentry Business Plan. To be successful in achieving these results, the Department has defined a set of specific goals, objectives, and tasks designed to ensure our public safety goals are realized. In addition to defining the strategies the Department intends to implement in order to meet these goals, and the methods that will guide evaluation of the Department's success in achieving them, this plan will also assist all staff within the department to understand the change strategies underway and each individual staff person's role in supporting the agency's vision, mission and goals. The Reentry Executive Team will regularly evaluate the extent to which the goals, objectives, tasks and timelines within the plan are being met, and take action to address performance gaps that may be identified through their assessment. The plan will be regularly updated to reflect the Department's progress in achieving these change strategies; emerging research on offender success and risk reduction; and the needs of the agency and our state and local communities.

GLOSSARY

Alternative Screening Tools

Tool set for assessing level and dosage of programming needed to address offender's identified risk and need.

Ambassadors

COMPAS Ambassadors are subject matter experts in the COMPAS system and related business processes. They are comprised of multiple staff classifications from each operational division (DAI, DCC, DJC). They are generally the first staff trained in COMPAS, EBP, and MI, and their roles generally entail implementation guidance for their respective work areas, communication, technical assistance and support, quality assurance auditing, and user acceptance testing for new functionality.

Best Practices

Best Practices do not necessarily imply attention to outcomes, evidence, or measurable standards. Best practices are often based on the collective experience and wisdom of the field rather than scientifically tested knowledge.

Case Management as it pertains to WIDOC Risk/Needs/Case Planning and Manager and this Reentry Business Plan

Case management is a collaborative process of assessment, planning and facilitation of interventions and services to meet an individual's criminogenic needs through communication and available resources to promote quality cost effective outcomes in that will reduce recidivism and increase public safety.

Case Manager

A module within the COMPAS software that is the technology system to support case management and service delivery.

COMPAS

The COMPAS software suite is a seamless, integrated, and web-based software solution for offender assessment and case management.

Criminogenic Needs

Dynamic characteristics that a person presents that, if addressed, can reduce their likelihood of recidivism. Examples include: employment, housing, substance use, anti-social personality, anti-social attitudes, anti-social associates, family dysfunction, poor self-control, poor problem-solving skills.

Andrews, Bonta, and Hoge (1990: 31) define criminogenic needs as a subset of risk factors consisting of dynamic attributes of offenders and their circumstances that, when changed, are associated with changes in the chances of recidivism.

Evidence Based Policy

Evidence-Based Policy, as defined by UC Irvine Center, is an approach that helps people make well informed decisions about polices and programs by putting the best available evidence from research at the heart of policy development and implementation.

Evidence-based practice

In corrections, Evidence-based practice is the breadth of research and knowledge around processes and tools which can improve correctional outcomes, such as reduced recidivism. (http://nicic.gov/EvidenceBasedPractices)

Evidence Based Program Manager (EBP Manager)

This position is within the Reentry Unit.

Limited English Proficiency (LEP) Executive Committee

Executive Committee to coordinate, oversee and ensure Department-wide compliance for Limited English Proficiency requirements.

Recidivate

To commit an offense subsequent to a prior court disposition, that results in a new criminal court disposition of custody or supervision under the WIDOC.

Recidivism Rates

The percentage of times that persons within a defined set have recidivated, compared with the entire population or persons in that set.

WIDOC recidivism rate calculations are not able to include: persons convicted in another state, persons convicted in Federal court, persons convicted in another country, persons admitted to jail without a new conviction, persons admitted to prison without a new conviction, persons arrested with no conviction, persons convicted of a crime that results in a court disposition that does not lead to custody or supervision under the WIDOC, persons with municipal ordinance violations, persons who have been wrongly convicted of a new crime, persons who have not been apprehended or convicted of a new crime.

Reentry Executive Team (RET)

A team designated by the Department Secretary that is comprised of the four Department Division Administrators, OVSP Director, Policy Initiatives Advisor in the Office of the Secretary and the Reentry Director. The team meets regularly to oversee the implementation of the Reentry Business Plan and other initiatives.

Responsivity

Refers to delivering an intervention that is appropriate and matches the abilities and styles of the offender.

Unified Corrections Coalition (UCC)

Personnel from the WIDOC, county and state courts and Northpointe committed to the successful statewide implementation of COMPAS Risk/Needs/Case Planning and Case Management system.